

The relationship between Electronic management and professional alienation within the organization. A socio-professional approach
العلاقة بين الإدارة الإلكترونية والاعتراب المهني داخل التنظيم- مدخل سوسيو مهني

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Abstract:

The research topic aims to identify the socio-professional relationship between the concept of Electronic management and the phenomenon of professional alienation.

We used the descriptive approach because it helps us describe, interpret, and analyze the characteristics of the study's variables in order to find answers about the study's problem.

The study concluded that electronic management plays a role in the emergence of the phenomenon of professional alienation, based on its impact on the common actor between them, which is the human element and the source of alienation.

Keywords : Management, Information and Communication Technology, electronic management, Professional Alienation, Human Resources

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المخلص:

يهدف موضوع البحث إلى تحديد العلاقة السوسيو مهنية بين مفهوم الإدارة الإلكترونية وظاهرة الاعتراب المهني.

استخدمنا المنهج الوصفي لأنه يساعدنا على وصف خصائص متغيري الدراسة وتفسيرهما وتحليلهما سعياً للوصول إلى إجابات حول إشكالية الدراسة.

خلصت الدراسة إلى أن للإدارة الإلكترونية دور في ظهور الاعتراب المهني انطلاقاً من أثرها على الفاعل المشترك بينهما، المتمثل في العنصر البشري ومصدر الاعتراب.

الكلمات المفتاحية: الإدارة، تكنولوجيا المعلومات والاتصالات، الإدارة الإلكترونية، الاعتراب المهني، المورد البشري.

1. Introduction

The term alienation is used in many scientific and administrative fields and areas, as it is a historical social phenomenon that individuals and groups may be exposed to. Professional alienation is among the important topics that occupy the interests of researchers and thinkers in the field of organization, due to its impact on the individual and the organization or administration in which he works, especially since the phenomenon of alienation has a clear impact on the stability of the human element and the achievement of its loyalty and belonging. As well as on the cohesion and formation of social groups within those organizations, which strive to reduce the severity and effects of this phenomenon on workers, in order to achieve its goals that it seeks through the interaction of workers with each other on the one hand and their interaction with the organization and its components on the other hand to achieve organizational effectiveness.

However, the transformations witnessed in various fields due to technological development, which led to the emergence of a modern administrative concept manifested in electronic management, aiming to provide and improve working conditions within organizations and develop their administrative practice by introducing modern technology into their departments and using computers in all their various operations.

To ensure quality performance and develop work methods, considering that the success of any organization in achieving its desired goals depends on the extent of its ability to keep pace with the continuous and rapid changes in the environment in which it operates, especially technological changes, contributed on the other hand to the emergence of an organizational phenomenon that threatens the existence of the organization and hinders the achievement of its effectiveness.

It is related to the phenomenon of professional alienation, which has become common within various organizations. Its manifestations have been manifested in several forms, including indifference, lack of interest and absence, work rotation, slowdown in work, deliberate sabotage and corruption, loss of functional and organizational affiliation, centralization and strict formalism, shortcomings in relationships and putting private interests before the public.

From here, we try in this intervention to determine the socio-professional relationship between the concept of electronic management and professional alienation within the organization, by raising the following problem:

How does electronic management contribute to the emergence of professional alienation within the organization?.

To answer the problem raised, we conducted a theoretical study, in which we used the descriptive approach by describing the two phenomena through the independent variable represented by "electronic management", and the dependent variable "professional alienation", we relied on the desk survey research that resulted in collecting information from references and research through simple regular observation.

2-The concept of electronic management

The term electronic management is one of the modern scientific terms in the field of organizations and administrative sciences, which has received increasing interest during the last two decades, which led to the emergence of many definitions of this term, which differed according to the specializations of researchers and their points of view. This concept is still in the development and discovery stage, as the definitions that have been mentioned regarding it have multiplied and varied, including the following:

It is "the management of information resources that depends on the Internet and communication networks, where it tends more to abstract and hide things and what is related to them to the extent that knowledge capital becomes the most effective factor in achieving its goals and the most efficient in its resources" (Najm, 2008, p. 157)

It also means "the ability to use information and communication technologies and modern networks to implement administrative activities electronically via the Internet and computer networks everywhere and at all times, which leads to quality, improved performance, unified procedures, speed of implementation, reduced costs and provision of the necessary data and information in order to achieve the goals of administrative organizations with the least time, effort and cost and develop administrative processes" (Husseini & Saddam, 2011, pp. 53-73)

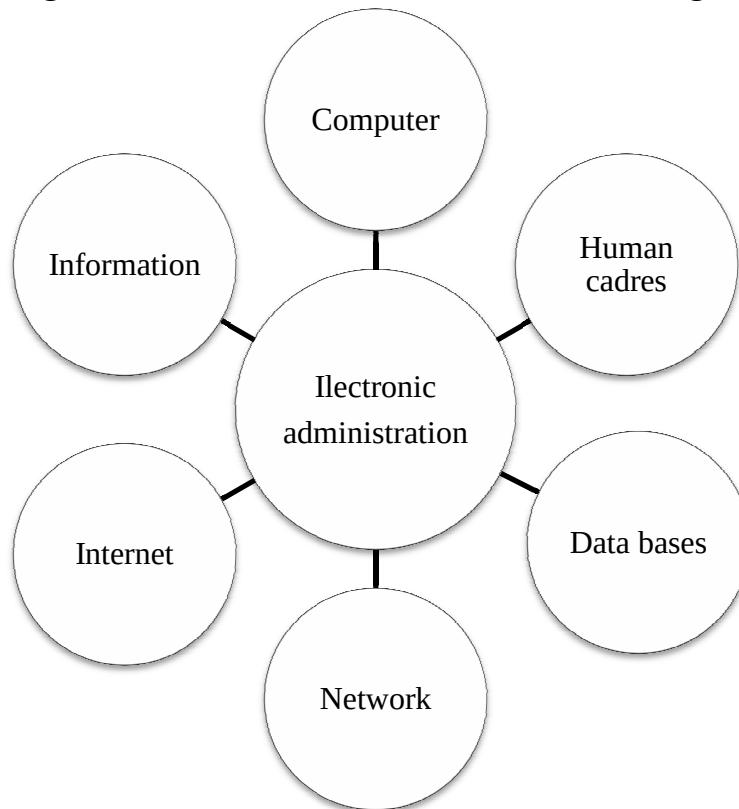
Through the above, an operational definition of electronic administration can be given as "a modern administrative and managerial concept that relies in its work and dealings with individuals and organizations on a homogeneous mixture of electronic means and information and communication technology, especially the Internet, automated media, fax and others, in order to shorten the time of implementation and reduce costs, as it facilitates the benefit of public service seekers with complete transparency and democracy.

3- Elements of electronic management

The application of electronic management requires the provision of a set of tools to transform traditional work into electronic work and achieve advanced administrative practices, which fall within the context of electronic transformation in traditional management and are represented in (Qariwa, 2015, p. 48)

- Computer tools and their accessories that are linked to physical components such as devices, printers and software.
- Human resources: It is considered the source of technological development and real capital for any administrative project, requiring the availability of appropriate skills and qualifications, so that it can use and deal with modern technologies.
- Networks: We mean electronic connections of all kinds linked to a complex communication network and are represented in the organization's internal network (intranet), the external network (extranet), and the World Wide Web (Internet).
- Databases: They contribute to removing obstacles facing users in order to access information related to the organization. The purpose of their existence is to simplify administrative procedures and also to collect and obtain the necessary data for making and taking decisions.
- Global information networks (Internet): It includes an unlimited number of computer networks connected by different communication lines, and each network is centered on a large server that contains information and transfers it between the various networks connected to it.
- Information: It is the essence of technological development, transmitted through communication channels in all directions, exchanged by members of the organization among themselves, pertaining to various functions and administrative practices in the various stages of performance, which serve the purpose of achieving organizational goals.

Figure 01: Shows the elements of electronic management.



Source: Prepared by the researcher

4-Features of electronic administration

The characteristics of electronic administration mean the distinctive features that make it different from the characteristics of traditional administration, the most prominent of which are the following:

- It is a paperless organization where alternatives are used that combine information and communication technologies within traditional administrative means, and thus all practices are transformed into electronic or digital form, such as electronic archives, e-mail, electronic directories and diaries, and electronic websites. This feature is considered one of the most important reasons for the current trend of organizations, especially public facilities, towards electronic work, not only to save effort, costs and time,

but also to establish the foundations of transparent administrations free of bureaucracy, arbitrariness and favoritism.

- Organization without time constraints: In the world of technological development, most administrations have gone beyond the traditional form of work in which the working individual is committed to a shift system such as working 8 hours a day with a weekend, thus disrupting the interests of society and affecting the performance of the organization. Distinguished organizations, especially in the world of free and fierce competition, give a great advantage to time, and this is what electronic administration provides through the possibility of continuing the activity and work 24 hours a day, including holidays and others, such as what the Ministry of Housing did regarding registration in Adl 3 via the portal and the website outlined in this regard.

- Organization without a place: The traditional administration, before practicing its activity, establishes structures to achieve its goals, but in electronic administration, its structure exists via the Internet, mobile phones, electronic conferences, remote work, and virtual institutions.

- Organizational structure without a structure: Technological development has allowed the organizational form to shift from a rigid, gradual organization to a network organization that connects to the Internet, more effective and efficient, in which information is transmitted through various and transparent communication lines, bypassing the traditional administrative levels that hinder any development, allowing data, information, instructions, directives and proposals to reach the various parties of the organization in the fastest time without distortion, as we currently find many institutions operating through the Internet, such as the Oued Kniss Foundation.

- Clarity and speed: Unlike traditional management known for its administrative levels, long, complex and gradual communication channels, and the large number of supervisors, electronic management removes all these negative practices, where it ensures simplification of procedures, fewer administrative levels and ease of control through technological tools.

- Flexible organization: It adapts to all circumstances and developments that occur in the organizational environment, whether technological, political, social or health, and the emergence of the Corona pandemic that the world witnessed is a good example of this, where the utmost need for the importance of embodying the concept of electronic management within

organizations, especially public ones, which impose a form and continuity of service due to their direct relationship with the citizen appeared.

- Direct administrative control: It is considered one of the dimensions of electronic administration, as the information and communication technologies and systems included in the public facility systems provide the possibility of monitoring everything that happens within the walls of the administration and its structures and the course of activities and tasks and the provision of services.

- Provides protection for information and data and ease of access to them and their good use, especially in decision-making and managing relations between the administrative levels of the facility itself and between it and its clients.

- Facilitates administrative practices through the use of programs and applications produced by the Internet, especially in terms of the effectiveness of communication channels, the abundance of information and the simplification of administrative procedures.

- Confidentiality and privacy: Electronic administration provides confidentiality and privacy for important information through programs that enable it to block information and data and not make them available except to those authorized by using electronic control tools such as electronic fingerprint, face print, smart card, password, which makes it more effective compared to traditional administration.

- Achieving transparency: This is the result of the existence of electronic control that ensures immediate follow-up and immediate accountability.

5- Professional alienation

Despite the multiplicity of books and research in the field of alienation, which addressed the subject of alienation, there is no definition, causative factors, or unified manifestations of functional alienation among workers in organizations. Therefore, we must first address the concept of alienation, then address the concept of professional alienation.

5.1 Alienation in language

The term alienation in the Arabic language is derived from the word “Ightrab” which means “to move away and stay away”, and it means to be estranged and separated, as stated in Lisan al-Arab that it is “to withdraw from people” (Ibn Mandour, 1984, p. 218).

We say that he is a stranger, and the plural is strangers, and strangers are the distant ones, and alienation is the exile from the country, and also alienation is the displacement from the homeland, and it is said that the sun

has set, it has set, meaning it has become distant and hidden in its setting, and the setting of a person with the damma is alienation, meaning he is far from his homeland, so he is a stranger (Mansour, 1989, p. 10).

The term alienation in the social sciences refers to the process of rupture and separation, which occurs between the self and the outside world, and it means the disruption or separation of the individual from himself (Farouk, 2001, p. 137).

If we return to the word alienation, we find that it is a translation of the word Alienation in English, but it is in fact a translation of the word Estrangement, so researchers prefer to keep the word Estilab for the first word and the word Ightirab for the second, as the linguistic meaning of the word Estrangement in English and Enter ending in German is derived from the word Estrange and means where the individual is far from social life. But the word Alienat in English means that the individual becomes a bearer of feelings of hostility and indifference, instead of dedication and attachment.

Therefore, it seems that the word alienation is closer to acceptance than alienation, because the latter means the taking away of something, while the word alienation may mean this, and may mean the qualities that the word Alienat carries, and in French it carries the same meaning in English, which is Aversion, which is the state in which the individual has for himself in certain social circumstances, symbols to which he is absolutely subject (Kiran, 1988, p. 42).

The linguistic meaning of the word alienation historically has various contexts, including:

***Legal context**

Where it was used in Roman law to mean transfer and delivery, and Hegel derived the meaning of alienation from his knowledge of law, so he considered transfer and delivery as two elements that compose what can be called the dialectical movement of alienation.

***Psychosocial context**

The word alienation here refers to the psychological and mental disorders that occur to the individual, and the alienation and estrangement he feels from those around him.

5-2- Alienation as a term

There was no consensus on defining a single concept of alienation, as we find several meanings for this term as a result of the multiplicity of those who addressed it as well as the difference in the fields in which it was

addressed. We will present the most important of these common definitions of alienation:

- "Jean-Jacques Rousseau" referred to the concept of alienation from a legal perspective, emphasizing the issue of concession or abandonment where individuals give up some or all of their rights and freedoms to society, in search of a social horizon within the framework of society (Mahmoud, 1993, p. 29).

- As for "Hegel", he emphasized that alienation is an inherent separation in the existence of man as an agent and as a subject for the actions of others. Hegel distinguished between the many types of alienation at the level of personality and social and cultural systems (Atef, 1997, p. 118).

- As for "Erich Fromm", he sees alienation in his book "The Healthy Society" by saying "Alienation is the state in which the individual does not feel that he is the true owner of his wealth and energies (Mitchel, 1981).

- While "Karl Marx" took alienation in a socio-economic form, when he talked about work, its evaluation and conditions, and the ownership of the means of production and their distribution, which causes alienation when he is isolated from them.

- As for "Max Weber", he sees that alienation appears through the support of bureaucracy, i.e. the formality of rules and systems, which imposes on the employee to adhere to their application, even though he sometimes does not realize the meaning of those laws, which leads him to feel isolated (Sheta, 1984, p. 28).

- "Robert Blauner" also put forward a concept of alienation as the individual's feeling of weakness in front of others and his inability to confront them" (Blauner, 1972, p. 110).

Alienation was also used in organizational research to refer to all the circumstances that made bureaucracy achieve for itself an entity independent of man, and attempt to impose its sovereignty over him.

5-3- Definition of professional alienation

Karl Marx is one of the most prominent researchers who addressed the topic of professional alienation, through his understanding of the economic system from the perspective that the process of alienation accompanies production processes from four angles: alienation of the worker from the product of his work, alienation of the worker from his work, alienation of the worker from himself, alienation of the worker from others.

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As the source of alienation is the worker, as he is the one who makes and puts effort to produce things that he does not actually own, which causes alienation in him.

According to "Marx", professional alienation is due to the employee's loss of ownership and means of production, and his failure to enjoy the outputs of his work, and the nature of the division of labor, and considering his interests as a small part that makes him lose the ability to think, and he becomes a machine that performs his work in a routine manner that lacks creativity and innovation in the production process.

As for "Bloner (1970)", he believes that "professional alienation exists when workers are unable to control their direct work processes and are unable to develop their relationship with their jobs and are unable to belong to integrated industrial societies.

There are those who believe that professional alienation revolves around two main axes: the behavior of workers and their attitudes towards the options and opportunities available to them by the labor systems, and the extent of their willingness to try to change what they do not like from those options and job opportunities offered in those societies (Idrissi, 1997, pp. 227-278).

Roland Doron and Francoise Barrot define professional alienation by saying, "The alienated worker in the product of his work is alien to himself because he is alienated from the activity of work. Alienation is greater the more meaningless the work is for the worker, and the more the organization does not provide or provides little means for the worker to achieve his own goals. Alienation crystallizes in the inability and strangeness towards work, and he loses self-confidence and dissatisfaction with work and the inability to integrate the values promoted by the organization (ronald & Françoise, 1997, pp. 60-61) .

Professional alienation can be operationally defined as "the inability of the individual to perform the tasks assigned to him and his feeling of helplessness, boredom and routine in performing the work. It is the state in which individuals are exposed to many obstacles and situations that limit their abilities and ability to satisfy what they aspire to. It takes many forms and includes negative and destructive elements, which makes it one of the most dangerous phenomena facing individuals in contemporary organizations. The organizational effectiveness of the organization and individuals is clearly affected."

6- Characteristics of professional alienation

Professional alienation has several characteristics that distinguish it, through which it is possible to judge whether the working individual is alienated from his profession, and it is the result of the various accumulations of studies that focused on the phenomenon of alienation. The most important of these characteristics are the following:

6-1- Inability or inability

It refers to the individual's lack of conviction in his abilities and capabilities, and his inability to influence the various professional and social situations that he is exposed to within the organization, or to make a decision or participate in its making. The alienated individual here is unable to decide his fate or influence the course of major events that address his professional fate.

6-2- Loss of purpose and function

It refers to the lack of a guide or behavioral director as a result of the lack of basic goals that give meaning to the work, determine its directions, and attract its activities. He thus loses the ability to perceive the meaning of work and interpret the circumstances surrounding it, and this is when he does not understand the relationship between his work and the organization in which he works, and he does not have the slightest knowledge about his colleagues or their jobs, whether inside or outside the organization.

6-3- Non-compliance with organizational standards

It means that the individual does not adhere to social standards, controls and norms and feels that illegal means or methods are required and necessary to achieve goals and that they contradict the prevailing values and customs. This means that values and standards are shaken within the organization, which leads to the approval of socially undesirable meanings and purposes to achieve goals. This situation often exists in the division of labor system, which results in professional specializations that differ little in the field of wages and technical and practical knowledge. Durkheim pointed out that the multiplicity of jobs leads to the multiplicity of moral values, which weakens common collective feelings.

6-4- Lack of motivation to work

This means the lack of pride in work, and this lack leads to the worker who does his work just for his salary being an example of alienation. It also indicates the individual's inability to find a motive to strive to achieve.

6-5- Weak communication or social isolation

It means that the working individual feels lonely and is far from forming human relationships within the organization and does not participate in social activities through which communication can be achieved and relationships can be built with the rest of the workers across all administrative levels. Therefore, his sense of belonging to the group he works with weakens, and his effectiveness in achieving organizational goals also decreases.

6-6-Dissatisfaction

This means the psychological incompatibility of the individual, which is manifested in low productivity, lack of interaction, and instability, and then the lack of acceptance of the social and professional situation as a result of his lack of conviction in what he has achieved and what he will achieve in the future.

7- Stages of professional or job alienation

The working individual goes through a set of stages to reach the stage of professional alienation, and these stages differ from each other, as do their results on the organization according to their degree of danger. We point out the most important of these stages below:

7-1- The stage of psychological alienation

This stage is characterized by the employee feeling that the relationship between him and the organization in which he works is no longer normal and that it is dominated by some tension. The employee will continue to develop negative feelings towards the organization and may think that all the problems and difficulties he suffers from are caused by the organization. As a result, the employee becomes preoccupied with the problems and difficulties, which he attributes to the lack of interest of his management and that he no longer has the same level of job importance and social status with it. Then the employee searches for an alternative to express his concerns, and this alternative may be from within or outside the organization. In both cases, the damage will extend to both parties, and the danger begins if such a feeling becomes prevalent among all workers. One of the most dangerous consequences of this stage is the lack of initiative and creativity and the spread of a spirit of indifference among workers.

7-2- Mental alienation stage

This stage is an extension of the psychological alienation stage, but it is more dangerous for the organization and employees. Employees show signs of failure and loss of desire, and job performance errors increase to a noticeable extent. Employees' ability to learn decreases and they lose the desire to train on any new skills. There is an increase in the demand for vacations and the search for any reason that could give the employee a justification to move away from the organization's atmosphere.

7-3- Physical alienation stage

At this stage, job alienation becomes total alienation, as work rotation and non-adherence to times increase. This is why we currently find organizations using electronic monitoring tools such as electronic fingerprints to force workers to respect work hours. Group transfers increase in the organization, conflicts between employees become clear, and relations between them become tense. Direct managers lose the ability to control and manage the affairs of their subordinates

8-The socio-professional relationship between e-management and professional alienation within the organization

Many researchers agree that the modern technological revolution has contributed to the spread of the phenomenon of alienation among workers in production and service organizations alike, as a result of the dominance of mechanization and computer and electronic devices in daily work. This technological danger appeared as if it threatened human relations. After craftsmen, professionals and administrators were masters of their devices and offices, they became servants to them, subject to their management. Studies that focused on the relationship between the technological factor and professional alienation indicate an issue that technological progress was accompanied by a feeling among humans that the machine threatens the moral values of the human race, and then the conflict between man and machine emerged. Some believe that the individual has become a victim of technological development. In general, the socio-professional relationship between e-management and professional alienation can be determined through the following points:

8-1- The capacity of the organization's size

Information and communication technology leads to changing the organizational form of the organization from the traditional form to the network organization, which allows it to expand the size of its activities,

which leads to the possibility of managers' efforts being dispersed between administrative work and supervising the technical affairs of the organization, and then the worker feels that the follow-up on him by the direct manager is weak, and this contributes to a feeling of injustice prevailing among hard-working workers, and thus cases of neglect, indifference and dissatisfaction with work spread.

8-2- Separate work sites

The characteristics of electronic management are the possibility of working in separate locations that are separated in time and geography, which can lead to workers feeling inequality as a result of the following reasons:

- The presence of advantages for some locations that are not available to others, such as incentives, working hours and working time.
 - The presence of some negative aspects in places that are far from the central administration, such as the unsuitability of working conditions, especially in terms of Internet flow.
 - Not following up on the problems of workers in remote locations to the same extent as their peers in the main location or branches close to it.
- These reasons are likely to lead to the spread of job alienation among employees in the organization.

8-3- Division of labor and specialization

Most organizations and public facilities exploit technological developments in the process of dividing labor and contributing to simplifying work, but this has led, on the other hand, to a reduction in the amount of responsibility assigned to each employee in his field, and has also led to the organization of work between the administrative and engineering lines of efficiency, especially for the leaders of the organization due to the lack of technical efficiency that has led many of them to be unconvinced of embodying the principles of electronic management within their organization, without neglecting the aspect of workers, many of whom are ignorant of controlling the ABCs of using the Internet, which has resulted in a crack in the individual's relationship with his work, and for this reason the meaning of loss of control has been added to the concept of job alienation.

8-4- Weakness of the incentive system

Many people interested in management and organization affairs see information and communication technology as a means of motivating workers to carry out their tasks and contribute to achieving the

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organization's goals. However, many workers lack the moral motivation found in traditional management, and instead, low morale among workers has prevailed, such as lack of enthusiasm and activity at work, lack of cooperation between workers, neglect of directions and instructions, and failure to respect work completion times. Consequently, these matters often lead to the worker deviating from performing his duties.

The incentive system under electronic management is also characterized by a lack of clarity and is often subject to compliments and personal relationships between employees and senior and direct leadership. It is considered one of the most important factors leading to job alienation because objectivity in implementing the incentive system is a condition for its success. The level of job alienation in general is affected by the absence of incentives, especially since there are a number of theories and studies that sought to know the relationship between job alienation and incentives. For example, we see:

- The human relations school believes that a happy employee is a productive employee. Studies on alienation and productivity have varied.
- The behavioral school: Scientists have concluded that there is no necessary relationship between production and alienation. Alienation may not be a result of the work itself, but rather a result of the circumstances surrounding the work, such as coworkers, the work environment, and services.

8-5- Defects in performance adequacy reports

Employee performance reports in the light of information and communications technologies lack objective foundations due to the absence of direct supervision of subordinates and reliance on electronic monitoring, which often leads to reliance on individual estimates by specialized heads that are affected by personal considerations and whims and ultimately affects the good job relations that should be established between employees and management.

8-6- Weak level of training

The weak level of training in the use of information and communications technologies is one of the most important factors leading to professional alienation. An individual who is ignorant of developments and does not know how to deal with them and use them, whether in terms of operation and maintenance or weak English language skills among some, whether employees or customers, and fear of electronic devices, are all factors that put the individual in a state of professional alienation, the manifestations of which are manifested in resistance to change and fear of

losing the job, with a preference for traditional administrative methods and others.

8-7- Weak promotion opportunities

The adoption of technology within administrative practices leads to a reduction in promotion opportunities or the lack of clarity of its criteria, which leads to the failure to secure the worker's professional ambition and his social and professional future. In contrast, it may lead to the adoption of arbitrary promotions, which makes the worker live in a state of alienation towards his colleagues as a result of the deviation of the organizational behavior of the organization from its true course.

8-8- Decision-making

One of the characteristics of electronic management is that it is able to provide a large amount of information, which makes management decisions central, and this may lead to the loss of the ability of workers to determine the best ways to exploit their efforts during the production process, as it may lead to a lack of effectiveness and contribution to decision-making. Here, workers do not find an opportunity to express their opinions and aspirations within the organization, in addition to the inability to make decisions related to work and how to organize, especially if the decisions taken by management are not in their position and are binding on them. For this reason, there is a contradiction between management and workers, as workers refuse to implement such decisions and management tries to implement them under pressure, which causes the worker to feel a kind of dissatisfaction and frustration.

8-9- Lack of efficiency

The lack of efficiency of workers in dealing with technological development can lead to a decrease in job performance among workers, as each of them seeks to try to attribute the reasons for their poor performance to special circumstances, such as lack of training or poor training. As a result of the lack of efficiency, some workers resort to absence from work, and some of them leave before the end of the shift, which represents professional alienation.

8-10- Free time

The working individual often turns during his use of information and communication technologies to social platforms that are not related to his field of work, as we notice in today's reality, where you find the worker dealing with smart devices and browsing platforms that distract him from

his tasks, as workers turn to discussing their personal problems and consulting to solve them, instead of spending official working hours completing work.

8-11- Incompatibility and adaptation

The difficulty of dealing with modern technologies is one of the obstacles that the individual faces in order to satisfy his needs in an active and permanent manner, complicating the efforts made for the individual to achieve himself within the framework of the organization in which he works, and often ends up with incompatibility and lack of adaptation, and if this situation spreads among a large segment of workers, this is likely to lead to the spread of collective job alienation.

8-12- Workers' trends

Alienation may result from the incompatibility of work values, controls and goals with the individual's trends, goals and values, meaning that the goal towards which the individual's work is directed is undesirable or that the work environment in which he works does not give him the attention he deserves and that the individual's needs and desires do not receive care or are not appreciated by others

9- Socio-professional results between the embodiment of electronic management and professional alienation within the organization

The embodiment of the concept of electronic management leads to the emergence of an organizational phenomenon that is not positive for the organization, through its contribution to establishing the phenomenon of professional alienation, which in turn leads to results that are clearly reflected in the manifestations of human worker behavior that affect the level of individual performance and thus the performance of the organization as a whole, which can be translated into the following elements through:

9-1- The negative view towards supervisors by workers

This is evident through their rejection of small rewards as well as small promotions that workers do not find any explanation for, in their opinion.

9-2- Aggression and sabotage

When the working individual cannot deal with technological techniques, it is reflected in his behavior within the organization, as he

shows dissatisfaction and the emergence of aggressive behavior such as assault, machine disruption, sabotage, slow performance, and this happens when the individual does not find an acceptable or legitimate way to address his professional situation, as well as the emergence of conflict within the organization, which reminds us of the stages of the formation of professional alienation.

9-3- Leaving work, absence and pressure

Pressure, leaving work and absence are considered appropriate forms for the worker to withdraw from jobs in which he suffers from a high level of pressure due to lack of knowledge and training in the world of technology. The results of studies indicate that there is a compatible relationship between pressure and leaving work.

9-4- Job rotation

As the worker does not settle on working in a specific position, but rather moves from his work center to another, searching for how to exploit and use technology, or even moving to other organizations.

9-5- Worker rebellion against his colleagues

This appears through the daily skirmishes and disputes created by the expatriate worker, such as expressing his discontent and hatred for other workers. This rebellion may be the result of professional circumstances resulting from his inability to keep pace with technological development, which explains the loss of the worker's identity within the work group.

9-6- Dissatisfaction with work

The worker feels dissatisfied with work, because he is unable to control the mechanisms of information and communications technology and the lack of knowledge that is the source of technology. In other words, alienation is linked to the work system.

9-7- Worker attrition (job leakage)

It is the result of the relationship that has become linked to the employee with the organization, so the individual resorts to searching for ways to leave the organization, whether by moving to other organizations, resigning, or even early retirement, and this is the result of the conditions prevailing in the organization, whether in relation to the work environment, or the individual's expectations about the nature of his work.

9-8- Formation of informal organizations

When the employee attributes the phenomenon of professional alienation to factors related to the organization, he takes the initiative to join and merge with individuals who have the same orientation, thus forming informal social organizations within the organization, in order to resist administrative policies and decisions issued and reject all forms of change and development and non-compliance with the orders of the responsible manager and spread the spirit of rebellion and frustration within the organization.

9-9- Loss of loyalty and organizational belonging

Professional alienation has a negative impact on the loyalty and belonging of the human element within the organization, and this is through dissatisfaction and lack of desire to work in addition to lack of loyalty and lack of motivation towards work, as a result of his inability to keep pace with technical development and integrate it into the administrative functions and tasks of the organization.

-Conclusion

We conclude from the above that the concept of electronic management has a role in the emergence of the phenomenon of professional alienation within the organization based on its impact on the common actor between them, represented by the human element, which is the basis of knowledge and technological development and the source of alienation, and this is what we saw in the socio-professional relationship between the two variables, as information and communication technology, which is the basis of e-management, has transformed organizations into highly automated systems, removing all forms of professional methods of performance.

The more skilled the work is or the more automatic the work becomes, the less skill it requires from the worker. This reminds us of the classical approach to the organization, which considered the worker to be a mere machine that can be controlled like other material resources. Remote or virtual work, electronic communication, electronic monitoring, or electronic leadership are all factors that reduce the individual's contact with his colleagues, thus weakening social communication, which is also the key to the organization's continuity and survival, considering that it is a human gathering with values, trends, and standards that contribute to the formation of organizational culture and its professional identity.

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This aspect was the reason for the emergence of an organizational trend that was interested in the social aspect of the organization with what is called neoclassical theories. Which considered the working individual as a social being in a social structure seeking to achieve social goals, deriving his self-components from the informal groups to which he belongs, affecting his behavior, attitudes, values and motivations towards work, in which moral incentives are more important than material incentives, such as the need to belong to the group and gain a position within it, and for this we propose the following set of recommendations:

- Not ignoring the negative effects resulting from the application of information and communication technologies within the organization.
- Paying attention to the human element, which is the source of knowledge and technology.
- Not falling into transforming the human resource into a machine and thus returning to the principles of the classical approach to the organization.
- Paying attention to training leaders and supervisors to achieve harmony between the positives of electronic management and its risks.

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